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28 February 1953

Robert Cutler, Esq.  
Administrative Assistant  
to the President  
The White House  
Washington, D. C.

Dear Bob:

At the Panel discussion the other evening the question arose as to the status of CIA representation on the Senior Staff. At that time I informally expressed the view that our man should attend Senior Staff meetings in an advisory capacity rather than as a voting member. Since the meeting I have had a chance to discuss this point with Lofty and one or two others here, and we are agreed that the above suggestion is well worth further consideration. It tends to take us out of character for our representatives to take positions on policy issues. Of course, in view of the informality of NSC Staff procedure there will not be many occasions where formal policy positions need be taken, and I would not wish our representative on the Staff to feel hog-tied with restrictions or unable to speak his mind freely. This, however, is a different matter from having the formal responsibility, if an issue should arise, of casting a vote on a policy issue.

One other point discussed the other evening still troubles me, namely, whether the NSC Staff representatives should give full time to their NSC Staff work. It is important not to build an "ivory tower" organization, and on the Staff I have found that the busiest men are the ones who contribute the most because of their intimate association with practical policy decisions in the agencies they represent. As a practical matter each agency represented on the Staff has at least two persons present, one their full-time man responsible for working up the papers and briefing his principal and the other as spokesman for his department or agency. For the moment, as far as CIA is concerned, I should prefer to continue this procedure but to insure that our Senior Representative has the necessary time to give to the Staff work without necessarily taking him out of all other work for the Agency.

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Sincerely,

Allen W. Dulles

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